

It's the No. 2 Men Who Really Run Government

Nobody voted for them and they are rarely found in the spotlight, but decisions made every day by top deputies in the Reagan administration will go a long way in shaping the nation's future.

Behind closed doors in offices scattered across the nation's capital sit a handful of men, little known and seldom seen, who wield vast powers over the lives of all Americans.

They are the No. 2s—under secretaries or deputy directors of major federal agencies who hold the real control over day-to-day operations of Washington's sprawling bureaucracy.

While the spotlight focuses on secretaries of departments as they glide around in their limousines to cabinet meetings and congressional hearings, it is their top assistants left back at the office who often run the show.

Elected by no one, though their nominations must be confirmed by the Senate before they can take office, the No. 2s heavily influence how money is spent for defense and welfare, how economic policy is managed, whether regulations are to be eased or tightened and who is to get how big a slice of the federal money pie.

Cabinet secretaries traditionally are picked for their loyalty to the President, for their public stature or to reward a vital political constituency, but the No. 2s tend to be men who are expert in areas their departments control, are highly regarded for their managerial skills or possess solid political connections.

On these pages is a look at some of these men, their backgrounds, their philosophies and their plans for the country.

A Pro to Run the Spies

A lanky, soft-spoken admiral with a passion for anonymity seems destined to become CIA Director William Casey's indispensable right-hand man.

Vice Adm. Bobby Ray Inman knows not only the craft of intelligence but also the secrets of what is another mystery to many bureaucrats—how to get along with Congress.

One Senate aide who dealt frequently with Inman during the recent probes of intelligence abuses sums up the CIA's new deputy director this way:

"He is by far the best senior intelligence official we have. He is extraordinarily intelligent, straightforward, articulate."

"He has a marvelous memory and a good sense of what intelligence is for—what it should or should not do in American democracy. He gets along with all senators."

A native of Rhonesboro, Tex., Inman, 49, joined the Navy in 1952 as an ensign and served on the aircraft carrier U.S.S. *Valley Forge* in the Korean War. Rising steadily despite his lack of a Naval Academy degree, he was named director of naval intelligence in 1974 and vice director

Since 1977, he has headed the supersecret National Security Agency, which listens in on electronic transmissions of foreign countries.

Inman expects to shoulder a major burden in running the agency and coordinating the U.S. intelligence community while Director Casey,

an intelligence official in World War II, concentrates on management of covert operations.

The No. 1 problem, says Inman, is to rebuild America's intelligence manpower—neglected during the post-Vietnam years while money was spent on sophisticated satellite technology. He also wants to improve the CIA's ability to forecast where political events are headed.

Inman won raves on Capitol Hill, where Barry Goldwater (R-Ariz.), Senate Intelligence Committee chairman, told him: "If there's any such thing as the right man for the job at the right time, you're that man. I don't know of a man in the business who is better than you."



Veteran spy Bobby Ray Inman seeks CIA manpower increase.